



**BINDURA UNIVERSITY OF SCIENCE EDUCATION  
FACULTY OF COMMERCE  
GRADUATE SCHOOL OF BUSINESS  
MASTERS IN BUSINESS LEADERSHIP AND CORPORATE GOVERNANCE**

**IMPACT OF POOR IMPLEMENTATION OF CORPORATE GOVERNANCE  
MECHANISMS ON AGRICULTURE SUSTAINABILITY**

**BY**

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**A DISSERTATION SUBMITTED TO BINDURA UNIVERSITY IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR A MASTER OF BUSINESS LEADERSHIP AND  
CORPORATE GOVERNANCE**

**(MLC) DEGREE QUALIFICATION**

**BINDURA – ZIMBABWE**

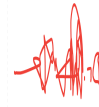
**JUNE 2023**

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AGRICULTURE SUSTAINABILITY**

**DEGREE**

**MASTER OF BUSINESS LEADERSHIP AND  
CORPORATE GOVERNANCE**

**YEAR DEGREE AWARDED: 2023**

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## DECLARATION

I, **Lawson Chifamba**, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the acknowledgements, bibliography, references, and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.



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## **DEDICATION**

I dedicate this project to my wife and my four sons, daughter-in-law and three grandchildren who gave me all their support throughout my studies.

## ACKNOWLEDGEMENTS

I would like first and foremost to express my sincere gratitude to my Supervisor Dr. T. Fundira who was so patient with me, encouraged and guided me through the successive chapters that make up this bound Masters Dissertation Project Report. Competing social demands and procrastination made this project appear difficult. Secondly, I would like to thank Dr J Mwenje for initiating me into Business Research Methods, the encouragement and supportive leadership. Thirdly, I would like to thank the administrators of the Bindura and Harare campuses for all the support they rendered me culminating in this dissertation research project report. Fourthly, I would like to thank the local leadership who granted me authority to carry out this research project in the area of their jurisdiction. Fifthly, I would like to thank the farmers who sacrificed their time to complete my questionnaires My Family also helped and supported me throughout and their combined efforts are heartily acknowledged. Lastly I would like to thank God for sustaining me up to this stage of my dissertation project.

**ABSTRACT**

The purpose of this research study was to assess the impact of poor implementation of corporate governance mechanisms on agriculture sustainability in Makonde district, Mashonaland West Province, Zimbabwe. Through the Triple Bottom Line Theory, the researcher used a quantitative method of research design employing questionnaires as the data collection method to gather quantitative data from 25 participants from the District. Hypothesis testing was done using the paired samples statistical method which aggregates the paired differences to come up with the mean denoted by  $\bar{d}$ . Testing was done at 5% significance level to establish if poor implementation of corporate governance mechanisms and impact on agriculture sustainability in Makonde District. The researcher found that there is a significant statistical relationship between poor implementation of corporate governance mechanisms and agriculture sustainability for A1 farmers which has also a slight impact on A2 farmers with 7% and 3.4% respectively considering that the test was done at 5% significance level. The researcher found that most farmers were struggling to sustain their agricultural projects. Capital scarcity and ignorance are the main challenges farmers encountered in their day-day agriculture operations and until these are addressed, agriculture sustainability will remain on paper in high offices as on the ground nothing is being implemented.

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Zimbabwe Programme for Economic and Social Transformation (ZIMPREST)	4
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Chief Executive Officer (CEO)	24
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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

The writer gives a background to the study which caused him to choose this topic. A statement of the research problem which helps readers to determine areas of focus for the research is also included in this section. Research objectives are also included in this chapter to show the purpose of the research. Research questions are also given, so is the hypothesis, null hypothesis and research assumptions. Justification, purpose, importance and limitations of the study are also mentioned here. Finally the chapter summary summarizes all items herein.

### **1.1 BACKGROUND TO STUDY**

Farming in Zimbabwe has been on a slow but sure decline since the country obtained political independence in 1980. The advent of the agrarian reforms dubbed in the early 2000s has regrettably worsened the situation (Chigudu, 2015). Apparently agricultural productivity and sustainability has become a challenge world-over. Corporate governance is usually directly related to the success or failure of organisations be it at international, regional or local level. This paper seeks to link agriculture sustainability to quality of implementation of corporate governance mechanisms and recommend solutions.

While some corporate failure explanations can be identified from the beginning, others are difficult to identify. This Paper on implementation of mechanisms under corporate governance tries to shed light on the reasons mechanisms designed to maintain, change or encourage certain outcomes sometimes end up failing to achieve set goals and time frames.

In a study on sustainability in Canadian rural areas where, content, influence and structure were analysed; Halstrom, (2017) observed that, planning had become a key political and procedural element of sustainability, as it serves as a primary catalyst for both the management of growth, and the incorporation of long-term intergenerational equity considerations (Baer, 1997). in essence, sustainability planning is an action that may not only define 'good planning' (MacDonald, 1996) but also serve to clarify and operationalised sustainability through a cooperative coordinated approach to community planning that drives a people towards the implementation of sustainability goals on a local or global level.

In a study by a German scholar, Siebretcht (2020) possible impediments that in practice hinder implementation of sustainable agriculture were addressed. To get over the hindrance and better execution, various methods and activities were required. Means of reducing or removing impediments and also ways to surmount the implementation gap were also illustrated. However, the variedness of handicaps and their complexness unfortunately meant there were no quick and easy fixes. A wide formulation that encompassed assorted concepts and stakeholders was needed. Action was needed in areas like institutionalisation, appraisal and system development, education and capacity building, and social and political support. To improve on execution, trans-disciplinary operations and the working together of a variety of actors was needed.

Dos Santos and Ahmad (2020) did a study entitled Sustainability of European Agricultural Holdings and found that agricultural activity in Europe had an important contribution to food security in Europe and globally. They also observed that agricultural activity in Europe also had a positive impact in the preservation of the countryside and livelihood. The main goal of the study was to analyse the European agricultural activity has an important contribution to European and global food security and also in the preservation of countryside and livelihood. Among other findings the study concluded that where subsidies for Common Agricultural Policy were availed, there was moderate sustainability in European agriculture and their farms. The paper mainly aimed at analysing agricultural sustainability in the twenty-eight Member States of the European Union in a bid to encourage food security, rural development and sustainable agriculture in the European region. The results also conclude that European agriculture and their respective farms have moderate sustainability where the subsidies from Common Agricultural Policy have a positive impact. Three different clusters of European farms were established thus, Central European countries, New Eastern Member States, and the Mediterranean countries from the findings with agricultural activity in the European Central countries presenting the highest value in economic sustainability, with Mediterranean countries presenting more sustainability in environmental sphere and the Eastern countries scoring highest in creation of rural jobs. The in their chief conclusion, the researchers highlighted importance of adjusting corporate governance mechanisms in the form of agricultural policies within the European Member States so as to

improve sustainability of agriculture in Europe in a wholesome way.

Dongre, (2020) who studied agricultural cooperatives in Asia observed that agricultural cooperatives were the first type of cooperatives to emerge in most Asian countries and at the start of the cooperative movement in these countries, agriculture was the main economic activity and the people and economies were largely dependent on the agricultural sector. By around the 1890s, agricultural cooperatives were functioning both in Asian countries like India and Pacific countries like Australia and New Zealand. Western influence and the direct involvement of state in promoting cooperatives are visible features of cooperatives in general and agricultural cooperatives in particular in most Asian countries.

In a study conducted by Oyekale, Olaoye, and Nwobia (2022) it was found that corporate governance significantly affects environmental sustainability disclosure when all the corporate governance mechanisms like board independence, sustainability responsibility committee, nomination committee, remuneration committee and risk committee are put together. They concluded that good corporate governance improved the disclosure of environmental sustainability of the sampled firms. The study encouraged Management to set up a good corporate governance mechanism, in the form of a sustainability responsibility committee to foster better environmental sustainability activities and reporting.

Chigudu (2015) carried out a study to re look at policy matters and the effectiveness of policy implementation using a content analysis approach. He found that in Africa particularly in Zimbabwe, policies were consistently made after the colonial era with a view to addressing socio-economic imbalances that existed. From 1991 to 2015 a number of policies were made as can be clearly seen in the Framework for Economic Reform, Zimbabwe Programme for Economic and Social Transformation (ZIMPREST) and the Zimbabwe Agenda for Sustainable Socio-economic Transformation (Zim-Asset) among other programmes. The researcher found that challenges with policy in Zimbabwe mainly stem from failure to implement good propositions. He found that gaps in implementation had something to do with the people tasked with implementation who lacked mental capabilities to convert the good propositions into action, failed to come up with the right order of policies implementation. He also found that there was lack of political will to explain

shortcomings and inputs scarcity. Apart from Zimbabwe, the above challenges were however found to be common in many other countries in Africa.

## 1.2 STATEMENT OF THE RESEARCH PROBLEM

Growing up, researcher used to witness many households making a decent living with children advancing even up to university from simple seasonal dray land farming and a little horticultural activity in the rural areas. Those days it was generally believed fertilisers and other agricultural chemicals damaged agricultural soil and biodiversity. There were government workers called Land Development Officers (LDOs) who were predominantly male and white and were domiciled at the outskirts of the towns. Their job among others was to map out contour ridges that cut across slopes and monitor their construction in order to prevent land degradation through soil erosion while at the same time retaining moisture through avoidance of runoff water. These LDOs were hated mainly because for many, contour-ridge construction was hard labour. The produce from the fields and gardens was mainly for domestic consumption with little surplus finding its way to neighbours as reciprocal gifts or for sale usually on barter trade advance/loan and rarely for cash. Animal husbandry was another area that these rural farmers practised. They were however limited in terms of number of animals each household could keep and both movement and disposals were strictly monitored, controlled and documented. Now the same farmers or their offsprings have moved to better land, are no longer required to construct contour ridges, are being issued with free agricultural inputs, no longer have limits on the number of livestock they may hold, and have many agricultural extensions officers surrounding them but agriculture is no longer sustainable.

Global warming and climate change which are precisely acts of God have been blamed for all the misfortunes. Chlorofluorocarbons (CFCs) found in refrigeration gases methyl bromide gas used in fumigating tobacco nurse beds and grain fumigation at Grain Marketing Board depots and other bulk grain handling facilities just to mention a few were identified as the offending chemicals causing the green house effect or climate change and were replaced by ozone friendly substances like the inert dryacide powder that desiccate pest to death through abrasion of the cuticle resulting in uncontrolled dehydration and death.

This project aims to better understand why established and experienced farmers, using prime land, with free inputs, unlimited number of livestock and readily available technical services are failing to make agriculture sustainable. Quantitative methods such as the questionnaire and interviews will be conducted comparing the views of those who farm in the A1 model to those of the A2 model.

### **1.3 RESEARCH GAP**

Agriculture is generally believed to face many challenges that it has to become more sustainable to meet the needs of future generations. The problem being addressed in this study is that of poor implementation of corporate governance mechanisms by sub-national structures resulting in compromised or absence of food and agriculture sustainability. While it is apparently settled that poor implementation of corporate governance mechanisms impact agriculture sustainability negatively, the writer did not come across literature that corroborated this. Instead, he found that most literature dwelt on the three spheres/3Ps of sustainability as the independent variables to sustainability. There therefore remains a research gap around contribution of poor implementation of corporate governance mechanisms on agriculture sustainability.

### **1.4 RESEARCH OBJECTIVES**

The research objectives and research questions are premised on the Triple Bottom Line Perspective discussed below which interrogates environment, financial and social aspects in order to ascertain sustainability.

1.4.1 To establish the impact of poor implementation of corporate governance mechanisms on the environmental sustainability of agriculture in Makonde District

1.4.2 To find out what the impact of poor implementation of corporate governance mechanisms on financial sustainability of agriculture in Makonde District is

1.4.3 To verify the impact of poor implementation of corporate governance mechanisms on the social sustainability of agriculture in Makonde District

### **1.5 RESEARCH QUESTIONS**

These research questions are meant to help in achieving the above objectives:

1.5.1: What impact does poor implementation of corporate governance mechanisms

have on the environmental sustainability of agriculture?

1.5.2: Assess the impact of poor implementation of corporate governance mechanisms on the financial sustainability of agriculture?

1.5.3: Analyse the impact of poor implementation of corporate governance mechanisms have on the social sustainability of agriculture?

## **1.6 HYPOTHESIS**

1.5.1  $H_0$  There is no significant statistical relationship between poor implementation of corporate governance mechanisms and agriculture sustainability.

1.5.2  $H_1$  There is significant statistical relationship between poor implementation of corporate governance mechanisms and agriculture sustainability

## **1.7 RESEARCH ASSUMPTIONS**

The research was based on the assumption that:-

1.6.1 Agricultural land under study continued to be productively utilised during the study period

1.6.2 The status quo regarding land ownership did not change during the period of this research

1.6.3 Farmers in Makonde District gave accurate information pertaining their agriculture projects and sustainability.

1.6.4 Community leadership allowed the researcher to carry out the studies without interference.

1.6.5 Poor implementation of corporate governance mechanisms was hindering agriculture sustainability in Makonde District

1.6.6 All farmers shared the same climatic conditions, acquiring their inputs from the same market environment and sold to the same market and at the same producer price

1.6.7 There were enough academically competent participants to comprehend and intelligently answer/or complete questionnaires that would be administered physically by researcher

## **1.8 JUSTIFICATION OF STUDY**

Elkington's Triple Bottom Line uses the three components of sustainability as independent variables to the dependent variable, sustainability. While Jonker et al., (2011) and Pisz (2011) corroborate Elkington's assertion, the write advances the idea that splitting a variable like what they did to sustainability does not multiply the variable neither does it make it different from itself. For sustainability to be realised, there is need for a force other that from itself or from its components. That independent variable would be Implementation of Policies. The degree of policies implementation determines the level of sustainability of agriculture.

### **1.9 PURPOSE OF THE STUDY**

To find out corporate governance implementation bottlenecks that are affecting agriculture sustainability in Makonde District of Mashonaland West Province in Zimbabwe.

### **1.10 SIGNIFICANCE OF STUDY**

**Under this topic, the Researcher looked at the importance of the study under the various sub-topics**

#### **1.10.1 SIGNIFICANCE TO THEORY**

Sabatier and Mazmanian posit that there are five distinct policy implementation stages. These stages are a measure of success. A policy is therefore fully implemented when all five stages a fully satisfied. Researcher agrees more with Sabatier and Mazmanian and advocates for implementation' to be used as an independent variable. The position adopted by researcher however departs from the mainstream view by Authors reviewed in chapter 2 below. While this paper may not be developed into a theory, it is expected to help test some existing theories and prove them right or wrong..

#### **1.10.2 SIGNIFICANCE TO ACADEMIA**

There is need for further research in the area of agriculture sustainability independent variables. This study will add to the academic fields of agriculture and sustainability. This is still a young field which does not yet have a differentiated base of knowledge and methods that is as sound as in long-established fields such as medicine or engineering - Lilischkis et al (2021).

### **1.10.3 SIGNIFICANCE TO PRACTICE**

This refers to the importance of the study to what is happening now. Significance of the study in research refers to the potential importance, relevance, or impact of the research findings. It outlines how the research contributes to the existing body of knowledge, what gaps it fills, or what new understanding it brings to a particular field of study.

1.10.4 The paper is of great importance to various stakeholders as follows:

1.10.4.1 The policy makers who are responsible for crafting corporate governance structures and mechanisms

1.10.4.2 The private players for example non-governmental organisation that have interest in global agriculture sustainability

1.10.4.3 Farmers and support services who are supposed to be the conduits for agriculture sustainability

1.10.4.4 The government since it is responsible for policy formulation and implementation and feeding the population when farmers fail to meet production targets

1.10.4.5 The food processing companies that depend on farm produce both in quality and quantity

1.10.4.6 Agro-chemical, seed and fertiliser houses

### **1.11 PRELIMINARY LITERATURE REVIEW OR CONCEPTUAL OR THEORETICAL FRAMEWORK**

The researcher used the funnel approach

1.11.1 The researcher made a detailed search for relevant information, theories, models and concepts which sought to clarify knowledge gaps in the study

1.11.2 The researcher read various authors that have published on the subject, evaluated them and recorded ideas then continued process until a critical review was produced.

### **1.12 METHODOLOGY**

### **1.12.1 PHILOSOPHY OR PARADIGM**

Internationally, governments have come up with corporate governance mechanisms that they at inception collectively termed the millennium development goals (MDGs). On review, these MDGs were further developed and/or expanded and are now called sustainable development goals (SDG)s and each united nations (UN) member country including Zimbabwe has adopted the SDGs. These SDGs were designed to ensure sustainable developments everywhere and involving everyone in every sphere of life or activity. The writer however fails to see the global aspirations as enunciated in the SDGs being realised in Makonde District and through this paper endeavours to find out if poor implementation of corporate governance mechanisms can negatively impact agriculture sustainability.

### **1.12.2 RESEARCH DESIGN**

According to Kothari (2004) research design can be regarded as an arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance with research purpose. This deductive research design is a plan and structure of investigation so conceived as to obtain answers to research questions. It expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on relations of the problem. It details the most suitable methods of investigation and the nature of the research instruments. Theory that proper implementation of corporate governance mechanisms positively impact agriculture sustainability is developed. A null hypothesis and an alternative hypothesis are formed. Data is collected and analysed. Finally, the hypothesis is accepted or rejected.

### **1.12.3 SAMPLING**

The sample to be studied is located in Makonde district, Mashonaland West province of Zimbabwe. The study will comprise of 10 old resettlement farmers, 10 model A1 farmers and 5 mode A2 farmers from the District to be obtained through stratification that will ensure representativeness of all characteristics of interest. A total sample of 25 respondents who will be obtained through stratified random sampling technique will be included in the study sample. Information for this study will be collected using questionnaires and interviews.

### **1.12.4 DATA COLLECTION TECHNIQUES**

Quantitative data will be collected from the farmers regarding agriculture sustainability. Observations of the existing projects will be done using observation instruments.

## **1.13 DELIMITATIONS**

The research was carried out in Makonde District, Mashonaland West Province, Zimbabwe

#### **1.13.1 GEOGRAPHICAL DELIMITATION**

The research was carried out in Makonde District, Mashonaland West Province, Zimbabwe

#### **1.13.2 THEORETICAL DELIMITATION**

The researcher based his research to theories that had something to do with policy implementation and agriculture sustainability only. One example of such theory is the Triple Bottom Line theory by Elkington.

#### **1.13.3 TIME DELIMITATION**

The research was supposed to run from February to June 2023.

#### **1.13.4 CONCEPTUAL DELIMITATION**

The researcher was limited by the literature he reviewed when coming up with his conceptual framework.

#### **1.13.5 METHODOLOGICAL DELIMITATION**

There was lack of generalisability due to small sample sizes

### **1.14 LIMITATIONS**

There are some matters that this methodology was not able to help explain. This was because the collection of data was subject to the availability and willingness of respondents to cooperate in releasing the information to be used in the research. The researcher however encouraged the respondents to cooperate while assuring them of confidentiality in the handling of their responses. The respondents found it time consuming to respond to questions. The researcher found the most appropriate time to administer the questionnaires providing help where necessary.

### **1.15 ETHICS**

1.15.1 The researcher assured participants of confidentiality in the handling of their personal information

1.15.2 The researcher did not include or ask for names or other identities of

participants on questionnaires

1.15.3 As much as practically possible, the researcher tried to suit the cultural taste of the participants in terms of dress, language, social hours and duration of interviews

1.15.4 The researcher respected the social, environmental and economic rights of participants.

1.15.5 The Researcher consciously avoided making participants felt their political space was being respected

1.15.6 The Researcher did not charge the respondents anything

1.15.7 The Researcher made sure he interviewed the participants in private

## **1.16 DEFINITION OF KRY TERMS**

### **1.16.1 IMPACT**

An effect on, change or benefit to the economy, culture, public policy or services, health, the environment or quality of life beyond academia (UK Research Excellence Framework)

### **1.16.2 GOVERNANCE**

Governance is the process of making and enforcing decisions within an organisation or society. It is the process of interactions through the laws, social norms, power or language as structured in communication of an organized society over a social system. Wikipedia

### **1.16.3 CORPORATE GOVERNANCE**

The system of rules, practices, and processes by which a firm is directed and controlled. Investopedia

### **1.16.4 SUSTAINABILITY**

This is the development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

<https://www.investopedia.com/terms>

## 1.16 CHAPTER SUMMARY

This project studied the relationship between the current national governance mechanisms and Zimbabwean food and agriculture sustainability showing the manner independent variables influence the dependent variables. The study is important in that it will contribute to general knowledge regarding the contribution of corporate governance to food and agriculture sustainability. The main data shall be gathered directly from the farmers during farm visits and administration of questionnaires while additional data shall be obtained in the form of secondary data from books and journals and other media and/or publications.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 INTRODUCTION**

In this chapter literature related to implementation of corporate governance mechanisms on agricultural sustainability was reviewed. It was aimed at seeing what other scholars have discussed at the global, regional and at local levels. It examined the literature available on corporate governance in the focal area and their impact towards fostering sustainable agriculture. It aggregated the models, theories and theoretical framework; connected to the research study and brought out their strengths and weaknesses. It also justified the necessity of the theories and models to the current research as well as the research Gap in literature including criticism of empirical studies done by other scholars and their implications to the current research. Finally this chapter gave a conceptual framework and the chapter summary.

### **2.1 PURPOSE OF LITERATURE REVIEW**

O’Gorman and Macintosh (2015:6) posit that the purpose of literature review is to examine and compact a body of literature. Literature reviews help purify, focus and shape research questions as well develop theoretical and conceptual frameworks. Literature review can be accomplished through presentation of an extensive background of the literature surrounding the topic of interest to expose new research lines, expose gaps or acknowledge inconsistencies.

The researcher seeks to establish a comprehensive background of the impact of poor implementation of corporate governance mechanisms on agriculture sustainability, finding out the possible reasons for the poverty as well as possible solutions to identified challenges.

These prior studies revealed the existing knowledge about corporate governance and its implementation on agriculture sustenance and exposed the gap in literature that the researcher can fill.

### **2.2 THEORETICAL FRAMEWORK**

The reviewed studies were based on the following theories: agency theory, institutional theory, legitimacy theory and stakeholder theory. This study is however anchored on the stakeholder theory which purports that by practising good corporate

governance, enterprises satisfy the interest of all the stakeholders. The reason is that achieving agriculture sustainability is the desire of all the corporate stakeholders as it is beneficial to them and the enterprises. Moreover, Abolo (2020) and Proshare (2021) observed that good corporate governance leads to firm sustainability and that sound corporate governance practices are what the stakeholders expect from their companies.

## **2.2.1 THEORIES RELATED TO CORPORATE GOVERNANCE**

Corporate governance is how a company is managed and controlled. According to Chen (2022), corporate governance is a set of principles and methods established for directing and controlling companies. It involves maintaining equilibrium in the interest of the various stakeholders. It gives companies support for achieving corporate goals. It includes all spheres of management such as action planning, internal control, performance measurement as well as company disclosures. Its fundamental principles include accountability, transparency, justice, and responsibility. Corporate governance is vital to the shareholders as it shows them the direction and integrity of the company. Good corporate governance assists firms in building reliance with the shareholders and communities. It is the means of directing and controlling companies. The boards of directors are in charge of corporate governance. Its goals are facilitating effective, entrepreneurship and prudent management which bring lasting success to the business. Similarly, corporate governance is the scheme of regulations, procedures, and practices for governing corporate enterprises. Corporate governance makes sure that the decisions made by organizational members are done transparently and properly which protects the interest of the various stakeholders (Corporate Governance, 2020). Corporate Finance Institute (CFI, 2021) also defines corporate governance as the method which directs, controls, and provides how companies are governed and managed by the boards of directors. Its principles are accountability, transparency, and security. The Chartered Governance Institute UK & Ireland (2021) posits that corporate governance is the way a company is led relative to the company's goal. It recognizes those in positions of authority, accountability, and decision-making. It makes certain that the interests of the various stakeholders are in equilibrium through properly established decision-making and control procedures. Equally, corporate governance is how companies are governed. It is the method of directing

and managing a company. It involves operating businesses by the wishes of the stakeholders. It is implemented by the boards of directors and board committees for the benefit of corporate stakeholders. It has to do with finding out the best means of making decisions that will achieve desired results. It differentiates between business owners and management as well as delegate's decision-making to management (Olayinka, 2021). Effective corporate governance entails directors, chief executive officers (CEOs), and top managers showing more dedication to their job functions, the shareholders, and to the combined purpose of lasting value creation (Abolo, 2020).

When searching for related literature to verify the impact of poor implementation of corporate governance mechanisms on agriculture sustainability, the researcher found related theories and models that can help explain the philosophy surrounding corporate governance mechanisms and agriculture sustainability.

### **2.2.1.1 THE THEORY OF THE OPPORTUNISTIC ENTREPRENEUR**

Robert Cressy (1992) found that opportunism avails to an individual a continuous stream of opportunities and the individual decides whether to invest or not in each of the projects availed. Decision whether to invest or not, accept or reject, always leads to the individual either losing or gaining money. Be that as it may, the individual comes out wiser as they would have learnt through experience of failure or success regarding products and/or opportunities seized.

This theory seems realistic in terms of the project receiving part and the opportunity cost of engaging in the project as well as the application of experience in decision making. It is trite that an opportunity should be measured in terms of advantages and disadvantages as the theory suggest. The theory suggests that Individuals are likely to engage in businesses they are familiar with because opportunities are measured using experience.

In agriculture like in many other undertakings, it is common to find the same type of commercial activity over and over again not only because they are basing on past experience but they have already set up the infrastructure which is capital investment towards a certain type of project and it is not easy to change overnight because of the costs involved not to mention the opportunity cost as the English idiom goes 'You cannot have your cake and eat it'. Brilliant ideas may come but they

may not be supported by initial capital investment in terms of infrastructure. New entrants who got the exposure of the project are likely to pursue that same project because it is where their experience is centered and this is in agreement with Cressy (1992).

Although Cressy (1992) came up with the theory which argues that opportunities come by, the researcher would like to argue that opportunities are sought or created if one is a true entrepreneur. This assertion by Cressy augurs very well with another English saying which exhorts, 'In business you don't get what you deserve, you get what you negotiate!' The writer therefore agrees that opportunities need to be identified and pursued/exploited for the sake of entrepreneurial/agricultural sustainability.

## **2.2.2. THEORIES RELATING TO SUSTAINABILITY**

### **2.2.2.1 TRIPLE BOTTOM LINE (TBL) THEORY**

The Triple Bottom Line began as an idea which was first used by John Elkington in 1994 in a California Management Review article. Elkington argued that companies were supposed to prepare three distinct bottom lines. The first he indicated should be company profit, followed by people account then planet account. According to Hindle (2008) the three distinct bottom lines by Elkington measure the performance of a company with regards to profit and loss, social responsibility and environmental responsibility.

#### **DIAGRAMATIC PRESENTATION OF TRIPLE BOTTOM LINE THEORY**

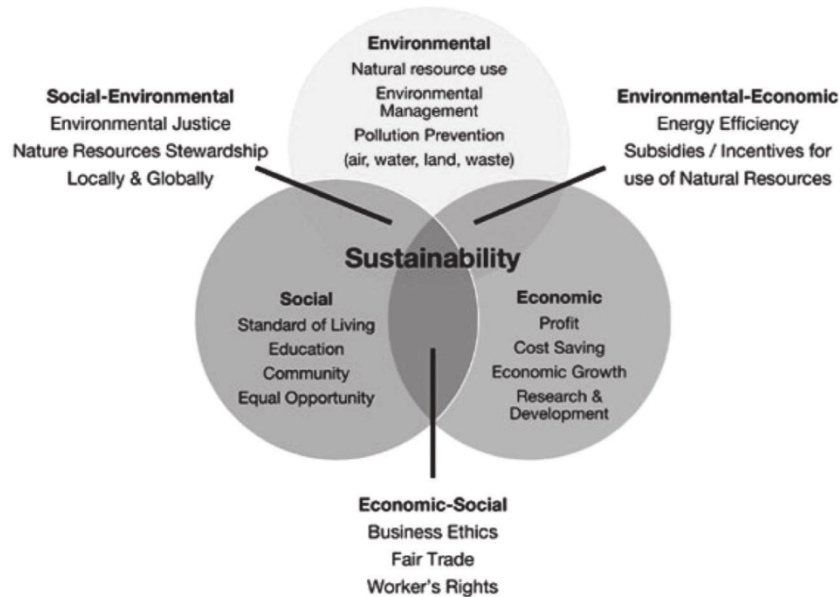


Figure 2.1 Triple Bottom Line

Source: [www.miratechnologypark.com](http://www.miratechnologypark.com)

This theory seems to want people not only to think of organisational responsibilities covering finances but to also consider the social and environmental responsibilities in the same vein. Here organisations are urged to adopt financially competent, environmentally accepted and socially expectable goals. For this to be achieved, an organisation's activities, needs and stakeholders expectations should be clearly defined and appreciated. In the writer's view, the Triple Bottom Line is a division of sustainability into three distinct spheres in order for sustainability to be more easily assessable. Deliberate enforcement of corporate governance mechanisms on the three spheres is sure to result in agriculture unsustainability.

### 2.2.2.2 REASONED ACTION THEORY AND PLANNED BEHAVIOUR THEORY

Moon (2021), Paiano et al. (2020) and Untaru et al. (2016) posit that when trying to explain human environmental behaviour favouring the environment, learners and professional persons usually concentrate on a particular area considered beneficial to their area of focus. Examples of these special areas of interest could be saving or recycling of water, savings on power, use of public transport, restrictions on use of disposable items, or sustainability of the environment. Understanding these behaviours help when planning for respective interventions and usually say in the case of the environment helps in the promotion of creation of environmentally

friendly behaviours while at the same time decreasing challenges in the environment. Fishbein (2010) posits that in traveller behaviour, environmental psychology and social behaviour, learners have learned to a great extent on the theory of reasoned action and that of planned behaviour (Ajzen, 1991). Garay et al. (2019) and Han (2020) posit that resultantly the learners now use the theory as their conceptual framework when justifying behaviours that favour environment sustainability. Meng et al. (2020) posits that the Reasoned Action Theory recognises effectiveness of individual attitudes and social factors then applies the variables to behaviours that they may be interested in. According to Ajzen (1991) Subjective Norm shows a person's purported social pressure to practice or not to practice certain behaviour while Jacobson et al. (2011) similarly defined the term as the degree of one's view about social approval or disapproval for a specific behaviour. Subjective norm is presumed to be a critical function of normative beliefs of significant referents and motivation to conform to the referents (Meng et al., 2020; Moon, 2021). So in the writer's opinion, the above two combined theories speak to the characteristics, customs, myths, taboos and other practices held in common by communities in order to regulate behaviour. Examples that quickly come to mind are, not to cut down fruit trees, not to comment or talk too much whilst in the bush, not to sit on a log while the other end is in the fire, not to sit in the road, not to skip dirt or items, not to walk on foot in reverse/backwards, not to beat ones mother, not to start veld fires, and so on.

The above myths/practices for example the one that discouraged people from cutting down fruit trees came with a heavy punishment where offenders would be or are hurled before the Chief's court in this case Chief Magonde. Chiefs wield a lot of power and can cause the ejection of delinquent subjects out of their jurisdictions. So, at the Chief's court, a goat or twenty United States Dollars is required as initial court fees for the offender's case to be heard. If found guilty of cutting down fruit trees, for example fig-trees, one can be fined three head of cattle. This was the case with one local Villager Mafotshwa who recently escaped conviction by hook and crook after having craftily cased a fig-tree branch to dry then later cut it down for firewood. He has however lived to tell the tale discouraging would-be offenders against ever attempting to cut down fruit trees in areas under Chief Magonde's jurisdiction. Fruit trees have thus been preserved and the Theories of Planned Behaviour and

Reasoned Action have thus been vindicated as an environment sustainability enabler! The one that forbade kids from walking backwards or in reverse was meant to safeguard the children against dangerous falls say headlong onto a sharp object or stump resulting in serious injury or even death. In Shona there is a saying that loosely translated means that 'he who can fix a kid is that who does not have one' this refers to the general stubbornness of this age-group. To discourage the kids from engaging in the dangerous reverse movement, they would be threatened with meeting a lion on the way if they did! Many children who heeded these admonitions were usually spared from harm with the parents also spared from possible medical expenses, loss of peace and/or working hours and even loss of a child's life. By observing this myth social sustainability would have been achieved and again the Theory of Planned Behaviour and Reasoned Action would have won the day!

### **2.3 GAP IN LITERATURE**

Studies on poor implementation of corporate governance mechanisms on firm sustainability have been widely carried out but in separate ways such as corporate governance and environmental sustainability (Weigner and Kruk, 2022), corporate governance and financial sustainability (Uchenna, et al., 2020), as well as corporate governance and social sustainability (Tandor et al., 2022). These three constitute the Triple Bottom Line view of development which combines financial, environmental, and social spheres of sustainability and help in comprehension of their relatedness in many ways [Elkington, 1998]. The Triple Bottom Line theory is now considered as an important component of strategy for organisations that aim at embracing sustainability in their businesses. In this paper writer however targets the non-financial benefits of good corporate governance implementation to sustainable agriculture.

### **2.4 EMPIRICAL FRAMEWORK**

Other scholars have already carried out related research that is presented in this section as empirical evidence.

### **2.5 EMPIRICAL REVIEW**

Peters (2014) posits that the USA farmers who were transitioning to sustainable agriculture by changing their use of pesticides and chemical fertilizers in the 1990s

did not state negative consequences on yields and profits. In yet another research where rice farming was considered it was found that avoiding pesticide overuse is a matter of experience rather than education or awareness - Wang et al. Much enquiry should be done on transitioning to sustainable use of fertilisers such as phosphorous and pesticides (Isgren, 2017; Pant, 2014, Peter 2000).

Innovations mainly technological ones, is another approach towards agriculture sustainability. Christianson and Tyndall (2018) however question the function played by targeted technologies in a transition to sustainable agriculture. Pimbert, (2010) also posits that instead of scrutinising innovations completely, considering suitable kinds of innovation to support transition is primal.

In a Switzerland study it was found that it is now widely agreed that there is need for key changes in the relations between nature and humans - (Ahmed, 2014). Ironically, Agriculture in one way is a major threat while in another way it is a major driver to global sustainability - (Audet, 2017). Agriculture plays a key role in terms of food security but however appears prominently in regards to sustainability - Ahmed and Audet (2017). Agriculture plays a keys role in terms of security of food while world population soars and demand for food correspondingly rises - (Bennich, 2018). The ballooning of the population coupled with a surge in the demand for food has ushered the world into another challenge of unsustainable agriculture - Blesh, 2014). This global population ballooning and the corresponding demand for food has resulted in increase of high-input livestock and agricultural crop production that thrives on chemicals and nutrients introduced from outside sources and endanger sustainability by causing changes in land-use, deforestation, biodiversity losses, and water bodies contamination - Boddey, (2003) Blesh, (2014); and Bos, (2007).

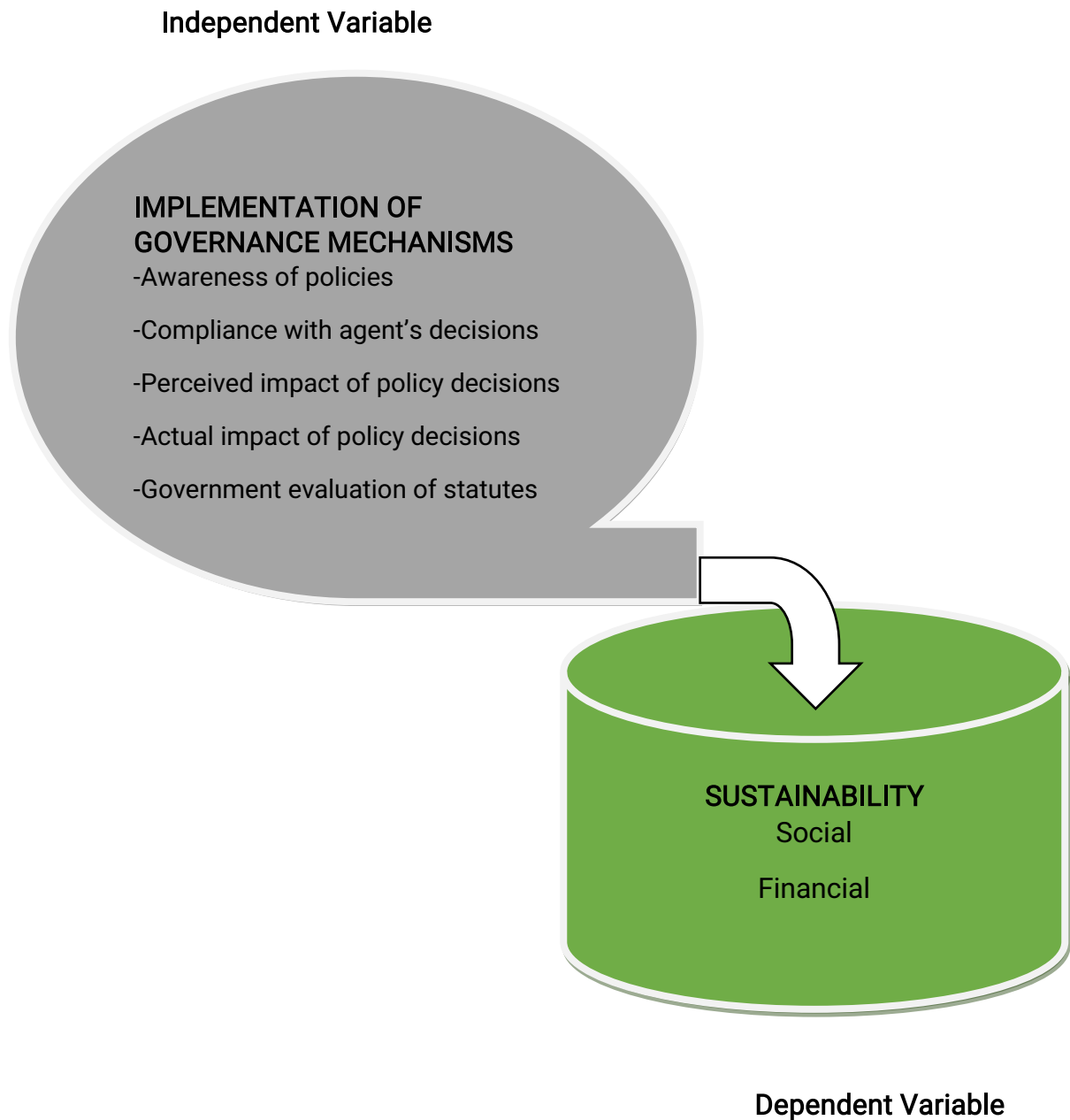
Sabatier and Mazmanian (1980) posit that there are five distinct implementation process stages. These stages are, (a) policy outputs (decisions) of implementing agencies, (b) the compliance of targeted groups with the decisions made, (c) the actual/realized impacts of policy decisions, (d) the perceived impacts of policy decisions and (e) the political system's evaluation of a statute in terms of major revisions in its content. In this paper, the researcher has adopted these five distinct implementation process stages as the building blocks to implementation of corporate governance mechanisms which in this study is the independent variable."Findings indicate that policy problems in Zimbabwe are largely due to

implementation failure against well thought out intelligible proposals. The paper reveals that implementation gaps reside in the absence of capacity to translate those intelligible proposals into action, poor sequencing of policies, political inaction to account for the failure and lack of resources” - (Chigudu, 2015).

## **2.6 CONCEPTUAL FRAMEWORK**

The TBL theory by Elkington (1998) mentioned under theoretical framework above has been used to measure achievement of sustainability. Proper implementation of corporate governance mechanisms will ensure all agricultural operations will be conducted with a view to satisfying stakeholders in the economic, environment, and social areas.

Figure 2.2 below illustrates the conceptual framework.



**Figure 2.2 Conceptual Framework presentation**

**Source: Researchers construction 2023**

## **2.6.1 INDEPENDENT VARIABLE**

### **2.6.1.1 IMPLEMENTATION OF CORPORATE GOVERNANCE MECHANISMS**

Sabatier and Mazmanian (1980) posit that there are five distinct implementation process stages. These stages are,

(a) Policy outputs (decisions) of implementing agencies,

- (b) The compliance of targeted groups with the decisions made,
- (c) The realized impacts of policy decisions,
- (d) The perceived impacts of policy decisions and
- (e) The political system's evaluation of a statute in terms of major revisions in its content.

## **2.7 DEPENDENT VARIABLES**

Agriculture sustainability is the dependent variable.

In a narrow perspective, TBL may be used as a the basis for evaluating and reporting on corporate performance concerning finances, social and environmental areas while in a wider perspective it can be employed to comprehend other values, challenges, and processes that should be taken cognizance of by an enterprise in order to mitigate against possible harm that may emanate from its operations while generating financial, environmental and social value – (Jonker et al., 2011).

Used this way, TBL will be the barometer or glasses through which implementation of corporate governance mechanisms for sustainability will be measured

Pisz (2011) posits that environmental, social and economic spheres are three types of capital. These so-called three types of capital are also called 3Ps when standing for the three types of capital in people, planet and profit. These three types of capital are dependent variables to Agriculture sustainability the dependent variable. Components of the dependent variable are explained hereunder.

### **2.7.1 ENVIRONMENTAL SUSTAINABILITY**

Environmental sustainability relates to quantity of natural resources like water, land and energy that an enterprise consumes in its functions and the byproducts like air emissions, chemical residues and waste that its operations generate. In this study, environmental sustainability is one of three building blocks to the dependent variable – Agriculture Sustainability. This means that for sustainability to be achieved, all three elements should be satisfied. For example, agriculture sustainability cannot be achieved when environmental sustainability fails. Apart from the quest to make money which is common for every business, corporate-social responsibility is now the buzz-word and while money may be used, these two variables in social and

environmental spheres are considered non-financial.

### **2.7.2 SOCIAL SUSTAINABILITY**

This is the second building block to Agriculture Sustainability and usually refers to the impact which an undertaking and its suppliers have on the communities in which it works. This concerns the people connected to or affected by the operation

### **2.7.3 ECONOMIC SUSTAINABILITY**

This is the third building block to the dependent variable – Agriculture Sustainability and means the economic effect that an undertaking has on the communities in which it operates.

## **2.8 PREVIOUS RESEARCH/FINDINGS**

According to Peters (2014) USA farmers who were transitioning to sustainable agriculture by changing their use of pesticides and chemical fertilizers in the 1990s did not state negative consequences on yields and profits. Isgren, 2017; Pant, 2014, Peter 2000 however posit that much enquiry should be done on transitioning to sustainable use of fertilisers such as phosphorous and pesticides. The researcher agrees with both views as expressed by Peter and Isgren et al. above as indiscriminate use of artificial fertilisers may negatively affect biodiversity and water bodies while at the same time avoidance of use of fertilisers and chemicals may result in uneconomic yields leading to poor nourishment and ill-health.

While in a Switzerland study it was found that it is now widely agreed that there is need for key changes in the relations between nature and humans - (Ahmed, 2014. The ballooning of the population coupled with a surge in the demand for food has ushered the world into another challenge of unsustainable agriculture - Blesh, 2014). This global population ballooning and the corresponding demand for food has resulted in increase of high-input livestock and agricultural crop production that thrives on chemicals and nutrients introduced from outside sources and endanger sustainability by causing changes in land-use, deforestation, biodiversity losses, and water bodies contamination - Boddey, (2003) Blesh, (2014); and Bos, (2007).

While Ahmed posits on bilateral relations between man and nature, Boddey et al, touch on external chemicals introduction with a view to increasing production but ending up damaging nature in its various forms while trying to serve man who

because is part of nature is also negatively affected in both the short and long-run. Countries world-over have environmental protection laws and Zimbabwe is not an exception. Success or failure of these laws depends on implementation. Chigudu (2015) posits that “Findings indicate that policy problems in Zimbabwe are largely due to implementation failure against well thought out intelligible proposals. The paper reveals that implementation gaps reside in the absence of capacity to translate those intelligible proposals into action, poor sequencing of policies, political inaction to account for the failure and lack of resources.”

The writer agrees with Chigudu that while we have laws aimed at agriculture sustainability, it is the quality of implementation or lack of it that sees agriculture sustainability failing in Makonde District of Mashonaland West Province, Zimbabwe.

## 2.9 CHAPTER SUMMARY

This chapter looked at literature related to implementation of corporate governance mechanisms on agricultural sustainability. It was aimed at seeing what other scholars have discussed at the global, regional and at local levels. It examined the literature available on corporate governance in the focal area and their impact towards fostering sustainable agriculture. It aggregated the models, theories and theoretical framework; connected to the research study and brought out their strengths and weaknesses. It also justified the necessity of the theories and models to the current research as well as the research Gap in literature including criticism of empirical studies done by other scholars and their implications to the current research. Finally this chapter gave a conceptual framework and the chapter summary.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 INTRODUCTION**

Chapter three focused on crafting ways of collecting data to give answers to research questions as well as proving the hypotheses about corporate governance and agriculture sustainability. It gave the researcher the prescription on how to collect data, the instruments to use as well as the target population to study. Conclusions were drawn from the data analyzed and was matched with detailed findings. The chapter spelt out the methodology adopted by the researcher in assessment of the impact of poor implementation of corporate governance mechanisms on agriculture sustainability based on pragmatism. It used the deductive approach of research sequence. Farmer questionnaires and interviews were the main research tools. The questionnaire was administered to three separate classes of farmers found in Makonde District. These are communal and resettled farmers under A1 and A2 models. Where the farmer was literate, the questionnaire was administered. Interviews were used where literacy was a challenge. Findings from the impact study will be presented to the Stakeholders. The presentations allow key stakeholders to validate and verify initial findings and comment on an initial set of recommendations.

### **3.1 SAMPLING PROCEDURES**

Stratified Radom sampling technique was used. This is a sampling method which is based on members' shared attributes of characteristics - (Kothari, 2004). It is a sampling method of grouping an assorted population into uniform subsets then making an assortment within the individual subset to ensure representativeness. The primary aim is to achieve the desired content from various sub-groups in the population. In the stratified random sampling technique participants are selected in such a way that the existing sub-groups in the population are more or less represented in the sample. In the case under study they are all farmers. These farmers are going to be put into strata. These are Communal, A1 and A2 sub-groups. Stratified random sampling is unbiased

### **3.2 TARGET POPULATION AND SAMPLE SIZE**

Creswell (2009) describes a target population as a group, which the researcher is interested in gaining information upon and from which generalization and

conclusions were drawn from. 25 farmers who were my target population drawn from the three farm models as follows: 10 from communal, 10 from A1 and 5 from A2 model in Makonde District. This provided the necessary triangulation. The proportion was not according to the number of farmers in each class as communal and A1 farmers were many and villagised while A2 farmers were fewer and sparsely populated owing to the size of their farms. Dealing with the farmer on the ground eliminated theoretical bias from using secondary data which may be biased.

### **3.3 RESEARCH INSTRUMENTS**

The researcher designed questionnaires that covered all the research objectives. He also designed some interview guides to collect data. Wiersema (2009) agrees that quantitative data for research can be gathered by way of questionnaires. To obtain information from then farmers in the three distinct models the researcher therefore used questionnaires. These models are communal farmer, A1 resettled farmer and A2 resettled farmer. The choice of a research strategy is guided by the research objectives and questions, the extent of existing knowledge, the amount of time and other resources the researcher has at his disposal. A few challenges may be faced while administering the questionnaires as most farmers will be busy harvesting and/or managing wheat/tobacco fields during this time of the year. Other respondents may so busy to complete the questionnaires that they preferred the researcher to read the questionnaires to them and they would respond orally whilst the researcher captures their responses.

Again, some farmers may not be physically on the ground thereby necessitating some electronically sent questionnaires which may not reach the respondents on time due to network challenges. The researcher will do a telephone interview with respondents for them to give answers to the questions telephonically or via WhatsApp. The interviews give the researcher the chance to solve the problem of respondents' rate of questionnaire return as his aim is to achieve 100% questionnaire return rate.

### **3.4 INSTRUMENT VALIDITY**

"Validity is that quality of a data gathering in an instrument or procedure that enables it to measure what it is supposed to measure" - Mugenda and Mugenda (2003). This is the magnitude to which the data is truthful. Researcher checked the

content of the questionnaire to find out if it covered all the objectives and research questions and was satisfied all were represented on the instrument. The researcher pilot tested the research instruments to ensure understandability and usability and it passed the test. A pre-testing was done at Cotswold Estate, Karondora, A2 farms and Gudubu Village. These farmers were chosen by the researcher because of their proximity to his home work-place and because they had existing agriculture projects.

### **3.5 DATA COLLECTION PROCEDURES**

Permission to carry out this research was sought from and granted by the relevant authority. Questionnaires were administered to farmers in the communal, A1 and A2 Model farming areas in Makonde District. Since authority was sought and granted the researcher expected the farmers to be very cooperative and this expectation was met. Appointments were however made prior to the researchers' visit to administer the questionnaire.

### **3.6 ETHICAL CONSIDERATIONS**

To cover ethical concerns the researcher made appointments and visited the respondents privately. The personal identity of the respondents was protected.

### **3.7 DATA ANALYSIS AND PRESENTATION**

The data was gathered using questionnaires that were administered and was presented using, tables, bar graphs and line graphs to illustrate the findings. Interpretation of the data was determined by a two sided hypothesis test that was carried out by the researcher. This test on one hand nullified while on the other hand upheld the hypothesis.

### **3.8 RESEARCH METHODOLOGY LIMITATIONS**

The collection of data was subject to the availability and willingness of respondents to cooperate in releasing the information to be used in the research. This research project was carried out during the run-up to the harmonized elections scheduled for August 23 2023. The country is polarized. Movement and interactions with unfamiliar people especially outside home area was mainly self-censored given the election mood that had gripped communities more so farming communities where one party claimed to have resettled the farmers while the other was perceived to

want to reverse the land redistribution. Any visitor to the researcher's catchment area would therefore be treated with suspicion even when armed with relevant authorizations. As if the above was not enough, there was a gold rush a stone throw away from where this researcher lives and people flocked from all over the country and even beyond our borders rushing for the gold. Mountains, plains, fields, schools shops and bushes and even roads, including the tarred road that connects Mhangura to Silverside were turned in bedrooms at night and kitchens during the day. Locals were not left out during the gold rush and many homes were deserted making administration of research instruments difficult. The researcher encouraged the respondents to cooperate and assured them of confidentiality of their responses. Most respondents found it time consuming to respond to questions. However the researcher made appointments and was flexible to change the data collection procedure from handing over the questionnaire to the respondent for him or her to answer to carrying out an interview and recording findings on behalf of participants especially where there are incapacities like level of education etc. Besides timing, the researcher experienced time constraints as the due date to submit the complete document was very close. The researcher has used this opportunity to sharpen his academic and report writing skills as he prepares to be a regular publisher and business research methods lecturer.

The researcher encountered a general lack of previous research studies of the topic. While there are studies of the challenges to agriculture sustainability, all studies that the researcher came across used the TBL as the independent variables. This researcher has used implementation with its 5 distinct stages as the independent variable while Agriculture Sustainability is the dependent variable.

Last but not least, there was a serious limitation to data access. Researcher went for days with no access to data and would travel to Mhangura and Chinhoyi for internet services usually with no reprieve. Grid electricity was another challenge and most of the time when there was no electricity, access to data was usually not possible even when researcher had private data in his gadgets. Researcher was forced to wait for restoration of access to data then work usually during unsocial hours to in order to finish this project.

### 3.09 CHAPTER SUMMARY

This chapter focused on crafting ways of collecting data to give answers to research questions as well as proving the hypotheses about poor implementation of corporate governance mechanisms to agricultural sustainability. It gave the researcher the prescription on how to collect data, the instruments to be used as well as the target population to be studied.

## **CHAPTER FOUR: PRESENTATION OF FINDINGS, INTERPRETATIONS AND DISCUSSION**

### **4.0 INTRODUCTION**

Chapter four is responsible for presenting the research findings. It analyses the response rate, present the demographics in the findings, presents instrument validity as well as the findings of the research. It is in this chapter where the researcher accepts or rejects the hypotheses based on the research findings. A chapter summary is also outlined.

### **4.1 PURPOSE OF DATA PRESENTATION**

This section brings to paper the information that was collected, analysing it and comparing it with similar previous studies that were carried out by other researchers. The way the data is presented may affect the way it is interpreted. The way it is interpreted also affects the way it is analyzed therefore the researcher takes extra caution in presenting the data collected for the study. It is also vital because it proves the hypotheses in a scientific way so that conclusions are drawn from informed decisions.

## 4.2 ANALYSIS OF RESPONSE RATE

### QUESTIONNAIRES RESPONSE RATE

RESPONDENT GROUP	QUESTIONNAIRES ADMINISTERED	QUESTIONNAIRES RESPONDED TO	VARIANCE	PERCENTAGE RESPONSE RATE
Communal Farmers	10	10	0	100%
A2 Farmers	5	5	0	100%
A1 Farmers	10	10	0	100%
TOTALS	25	24	0	100%

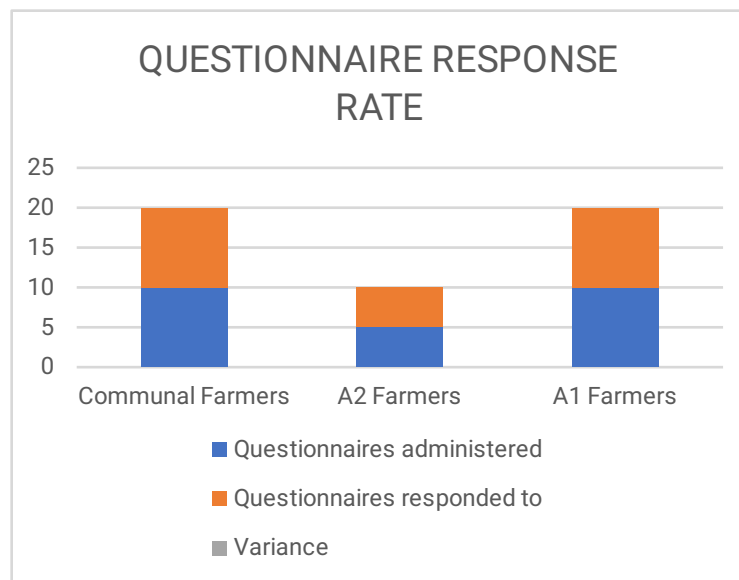
**Table 4.1 Response Rate of the Participants under Study**

Source: *Returned Questionnaires from the respondents – June 2023*

**Figure 4.1 Response**

Source: aggregated from

All the managed the



– Questionnaire Rate

Table of data obtained from research instruments

respondents to respond to questionnaires.

Asterio et al (2016) who carried out a study in Philippines and used questionnaires had a 100% response rate and attributed their success to proximity because they carried the study at the same University. This research was carried out in the same district using participants from communal lands and resettlement areas near to researcher.

The response rate of subjects under study was excellent as the researcher managed

to have 100% response rate from all strata.

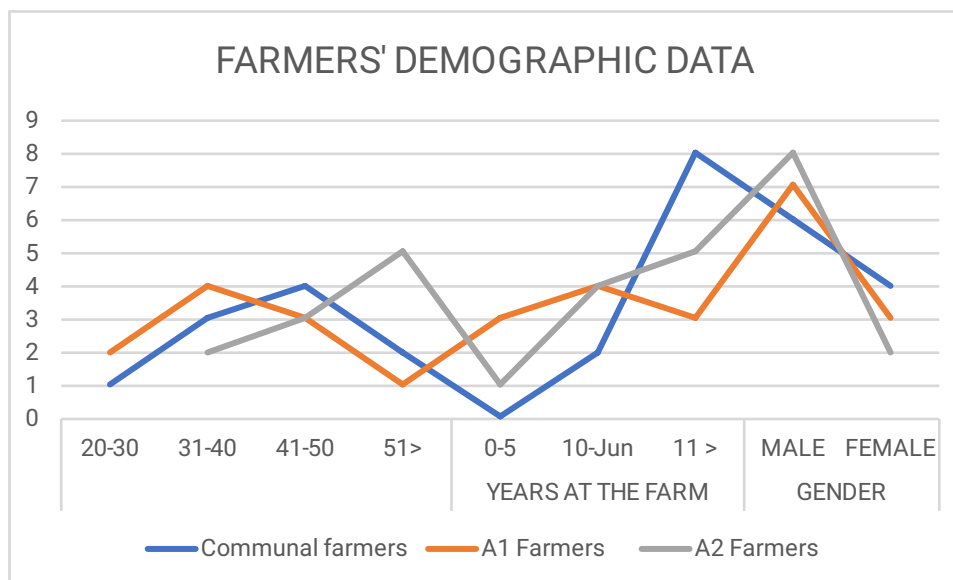
### 4.3 PRESENTATION OF RESPONDENTS DEMOGRAPHICS

#### FARMERS' DEMOGRAPHIC DATA

MODEL	AGE GROUP				YEARS AT THE FARM			GENDER	
	20-30	31-40	41-50	51>	0-5	6-10	11 >	MALE	FEMALE
Communal farmers	1	3	4	2	0	2	8	6	4
A1 Farmers	2	4	3	1	3	4	3	7	3
A2 Farmers		2	3	5	1	4	5	8	2

**Table 4.2: Farmers demographic data**

Source: *Questionnaires administered to Farmers - June 2023*



**Figure 4.2 – Farmers’ Demographic Data**

Source: Table of aggregated data obtained from research instruments

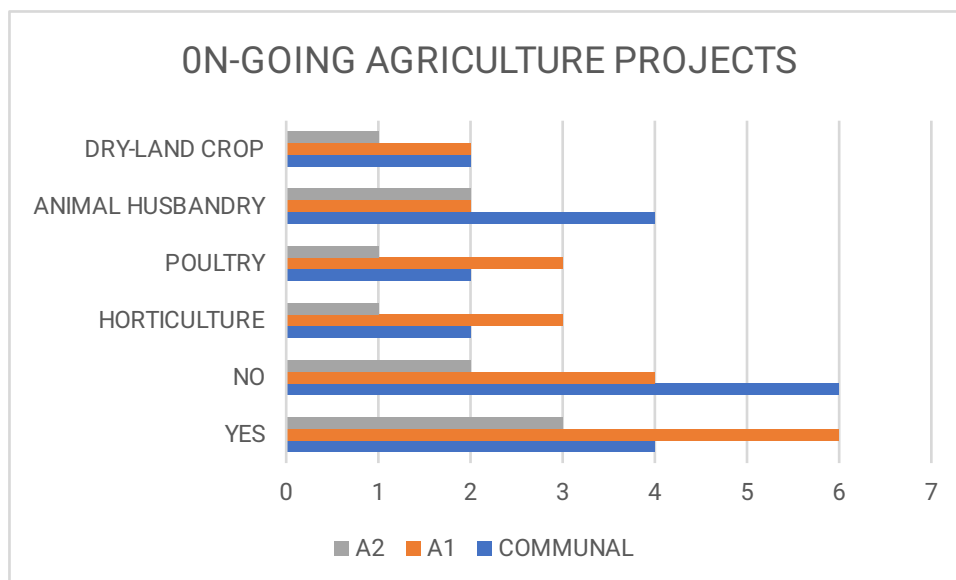
Table 4.2 and Fig 4.2 have the same information. The Fig 4.2 was used to give the pattern of the respondents’ age for ease of analysis. The researcher found that the age of farmers is represented by almost normal distribution curves although they are a bit positively skewed. The average age of these respondents is +/- 40 years which is ideal in terms of maturity when it comes to chronological age. 70% of the farmers under study are between 40 and 50 years and this may also resemble maturity which is critical for achievement of sustainability in agriculture.

#### 4.4 ON-GOING PROJECTS PRESENTATION

MODEL	YES	NO	HORTICULTURE	POULTRY	ANIMAL HUSBANDRY	DRY-LAND CROP
COMMUNAL	4	6	2	2	4	2
A1	6	4	3	3	2	2
A2	3	2	1	1	2	1

**Table 4.3: On-going Agriculture Projects**

Source: *Questionnaires administered and returned June 2023*



**Figure 4.3 – On-going Agricultural Projects**

Source: Table of aggregated data obtained from research instruments

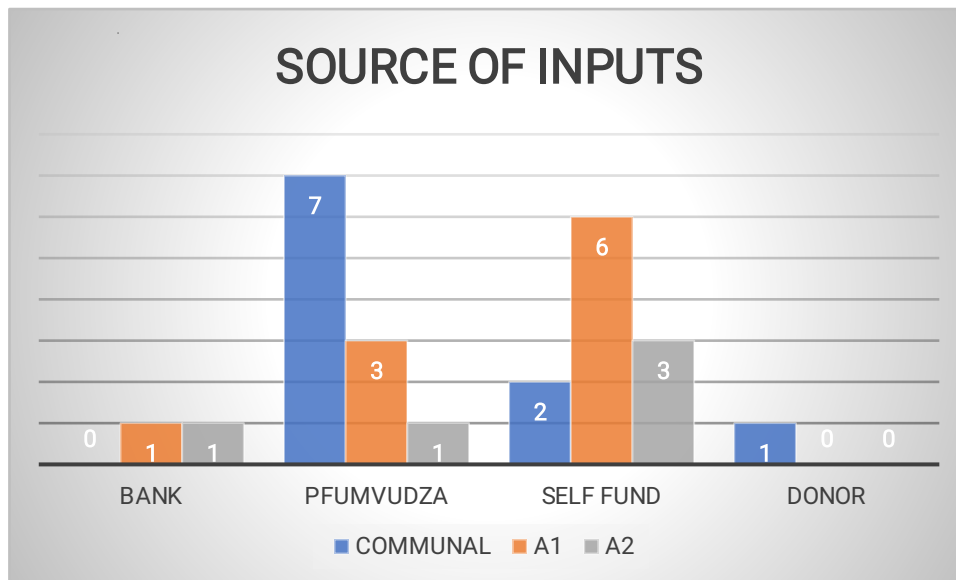
Table 4.3 and Figure 4.3 demonstrate a generally low incidence of on-going projects of 4 out of a possible 10 for communal farmers. For A1 Model farmers the statistics are a bit more positive as 6 out of 10 farmers are engaged in on-going projects at their plots with A2 farmers also registering the same score at 3 out of 5. While all farmers wanted to engage into one project or another at their respective farms, interviews indicated that lack of capital and exposure or knowledge of projects like bee-keeping that do not require any start-up capital were identified as reasons for the failure to engage in some project.

#### 4.5 PRESENTATION FOR SOURCE OF INPUTS

MODEL	BANK	PFUMVUDZA	SELF FUND	DONOR
COMMUNAL	0	7	2	1
A1	1	3	6	0
A2	1	1	3	0

### Table 4.4 Source of Inputs

Source: Questionnaires administered and returned June 2023



**Figure 4.4 – Source of Inputs**

Source: Table of aggregated data obtained from research instruments

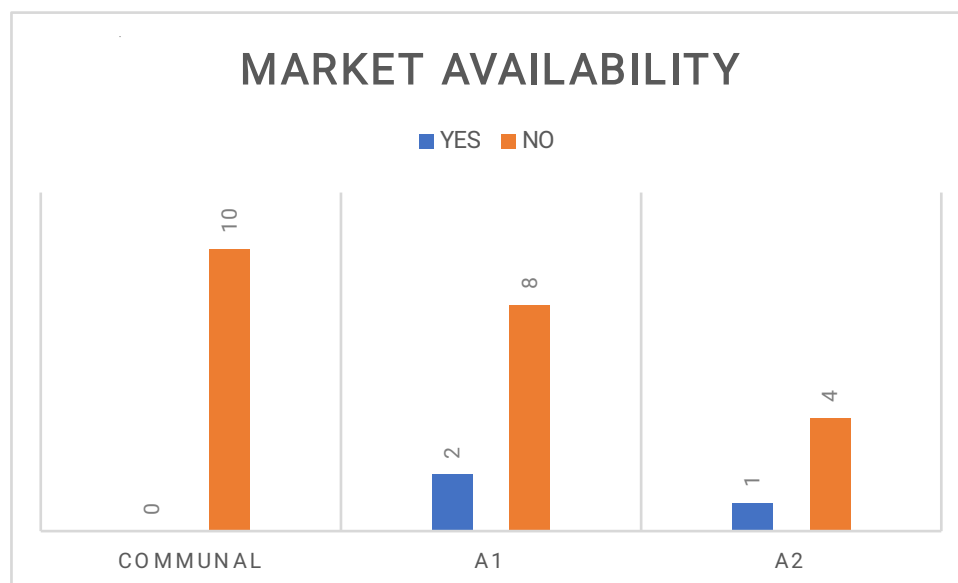
Table 4.4 and Figure 4.4 indicate that the Pfumvudza government programme was the main source of inputs for communal farmers while resettled farmers in both Models A1 and A2 relied on self-funding for agricultural inputs. Input availability entails price, timeliness and quantum for impact on agricultural sustainability to be noticeable and quantifiable. Inputs that are exorbitantly priced scare would be beneficiaries away, inputs that are supplied late in the season result in poor yields and subsistence productivity at best while too little inputs for the average national household of 6 even when availed timely and at the right price of even freely would result in consumptive production only with no surplus to dispose thereby failing to satisfy the three spheres of sustainability according to Elkington (1998).

#### 4.6 PRESENTATION OF MARKET AVAILABILITY

MODEL	YES	NO
COMMUNAL	0	10
A1	2	8
A2	1	4

**Table 4.5: Market Availability**

Source: *Questionnaires administered and returned June 2023*



**Figure 4.5 – Market Availability**

Source: Table of aggregated data from research instruments

Table 4.5 and Figure 4.5 show that there is no market for farmers' produce. Without a market for produce it means the agro-producer cannot practice sustainable agriculture as there is an economic element to agriculture sustainability. While the non-financial spheres of TBL namely the social and environmental spheres of sustainability may be met in the absence of a market for agricultural produce, agriculture sustainability will not. Lack of financial sustainability usually results in abandonment of the activity/project and in this case agricultural sustainability would

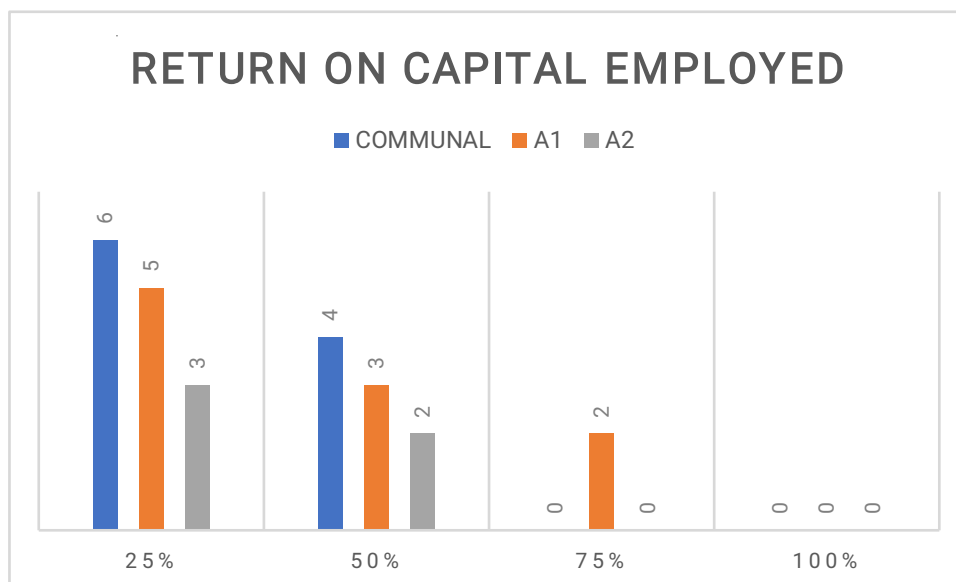
have failed.

#### 4.7 PRESENTATION OF RETURN ON CAPITAL EMPLOYED

MODEL	25%	50%	75%	100%
COMMUNAL	6	4	0	0
A1	5	3	2	0
A2	3	2	0	0

**Table 4.6 Return on Capital Employed**

Source: *Questionnaires administered and returned June 2023*



**Figure 4.6 – Return on Capital Employed**

Source: Table of aggregated data obtained from returned research instruments

Table 4.6 and figure 4.6 indicate that return on capital for the bulk of capital

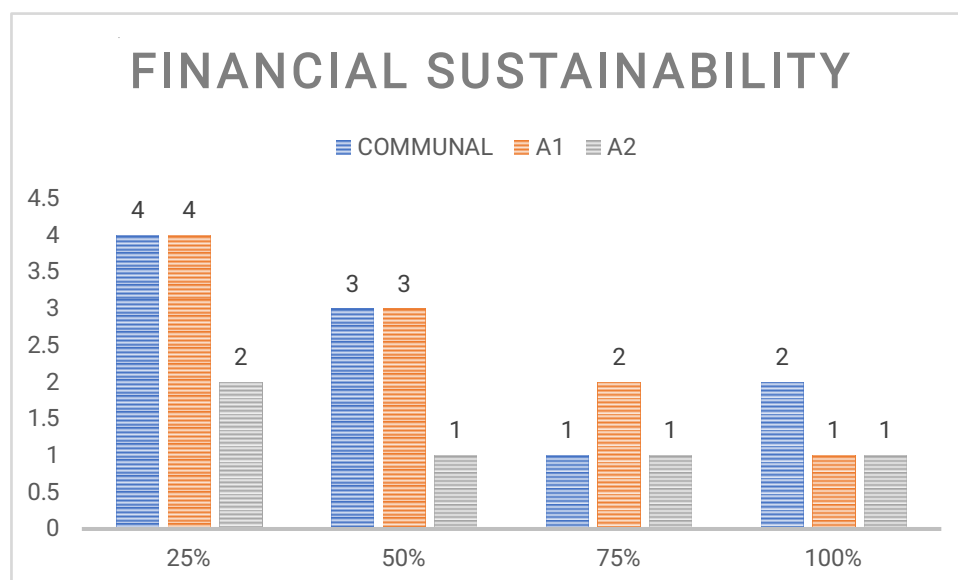
employed is at 25% followed by return of 50% and a negligible 75%. No capital employed yielded 100% return. With most agriculture projects being long-term, a return of 50% and below hardly dissipates operating costs. Unless these farmers are engaged in projects like horticulture that have a quicker return, agriculture sustainability remains a pipe dream.

#### 4.8 FINANCIAL SUSTAINABILITY PRESENTATION

MODEL	25%	50%	75%	100%
COMMUNAL	4	3	1	2
A1	4	3	2	1
A2	2	1	1	1

**Table 4.7: Financial sustainability of agriculture**

Source: *Questionnaires administered and returned June 2023*



### Figure 4.7 – Financial Sustainability

Source: Table of aggregated data obtained from returned research instruments

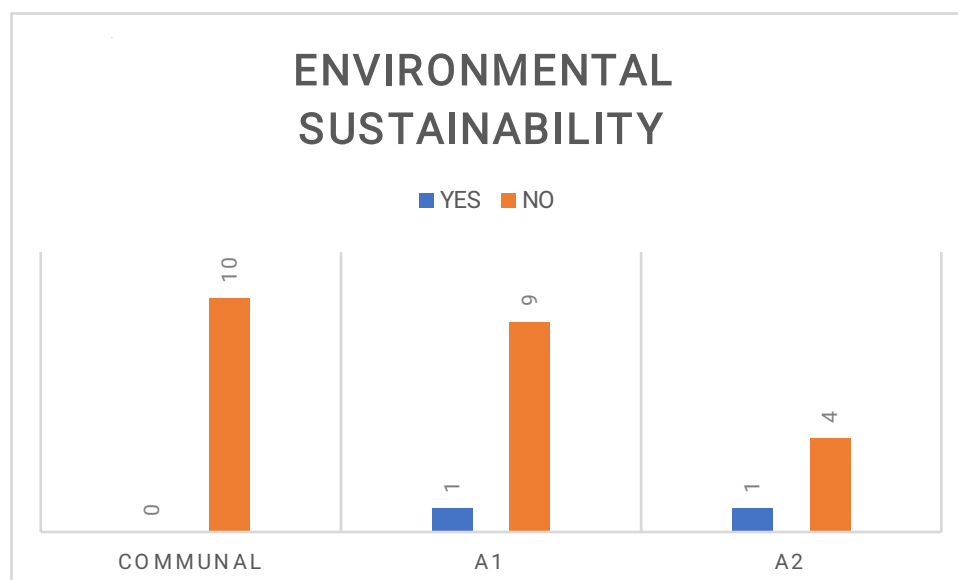
Most farmers across all settlement models from communal to A2 indicated that 25 to 50% of their expenses were paid from proceeds from their agricultural projects while 8 out of 25 indicated that they paid three quarters to one hundred percent of their expenses from agricultural operations. Of the 8, half had 75% of the expenses met while the remaining 4 had all their expenses met from their agricultural operations. The graph is negatively skewed, meaning that 2/3 farmers are failing to achieve agriculture sustainability.

### 4.9 ENVIRONMENTAL SUSTAINABILITY PRESENTATION

MODEL	YES	NO
COMMUNAL	0	10
A1	1	9
A2	1	4

Table 4.8 Environment Sustainability

Source: Questionnaires administered and returned June 2023



### Figure 4.8 – Environmental Sustainability

Source: Table of aggregated data obtained from returned research instruments

Only 2 farmers; one each from Models A1 and A2 resettlement farms have indicated that they cared for the environment with all communal farmer indicating no care for the environment. In total, 23 out of 25 farmers showed no care for the environment. Environmental sustainability is one of the three key spheres to sustainability. With so little care for the environment agriculture sustainability remains a pipe dream.

While there exists laws like the Natural Resources Act, 9 of 1996, Forest Act, 12 of 1984, and the Environmental Management Act, 13 of 2002 (EMA) in Zimbabwe, particularly in the Mutasa district, gold panners and some communal and resettled farmers resist the implementation of environmental policy and continue to degrade the environment as they search for gold and carry out stream bank agriculture respectively - (Mukwindidza, 2008). Target groups in this study are farmers. Like the farmers in Mutasa district, farmers in Makonde district failed to comply with policy decisions, realise impacts or perceived impacts of policy decisions made at international level through SDG 2 and national environment sustainability policies. While farmers in Mutasa district are violating the environment through stream-bank cultivation, farmers in Makonde are violating their streams through traditional processing of gold ore obtained from the hills in the streams thereby introducing siltation, disturbing the eco-system and wetlands etc. According to Sabatier and Mazmanian (1980) this means the attainment of environmental sustainability has failed in Makonde District as already three of five distinct implementation imperatives have not been satisfied.

In Zimbabwe politicians usually condone environmental degradation activities during election times because stopping such activities would cost them votes - (Mtisi (2004). This means that while policies are there at national level politicians maybe interfering with implementing agencies and the target groups to frustrate implementation and garner political support. In Makonde and elsewhere in the country, this political condonation/interference is rampant with resultant failure in implementation of the five distinct implementation process stages propounded by Sabatier and Mazmanian (1980).

This writer notes that paradoxically, Zimbabwe is again in election mood this June

2023 as national harmonised elections are set for 23 August 2023 and while there is a gold rush in many areas in Makonde district including village 4 Cotswold Estate Mhangura, the goings on may already have been condoned for political expediency - (Mtisi, 2004).

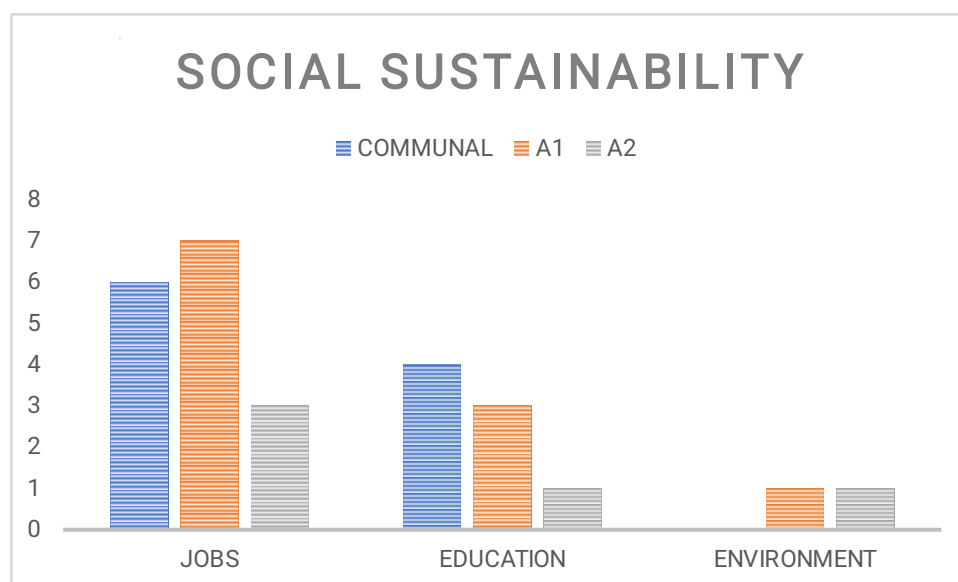
Clearly, while corporate governance mechanisms are in place, implementation is lacking and environmental sustainability which is one of the key building blocks for agriculture sustainability can not be achieved.

#### 4.10 SOCIAL SUSTAINABILITY PRESENTATION

MODEL	JOB CREATION	SPONSOR EDUCATION	CARE FOR THE ENVIRONMENT
COMMUNAL	6	4	0
A1	7	3	1
A2	3	1	1

**Table 4.9 Social Sustainability**

Source: *Questionnaires administered and returned June 2023*



**Figure 4.9 – Social Sustainability**

Source: Table of aggregated data obtained from returned research instruments

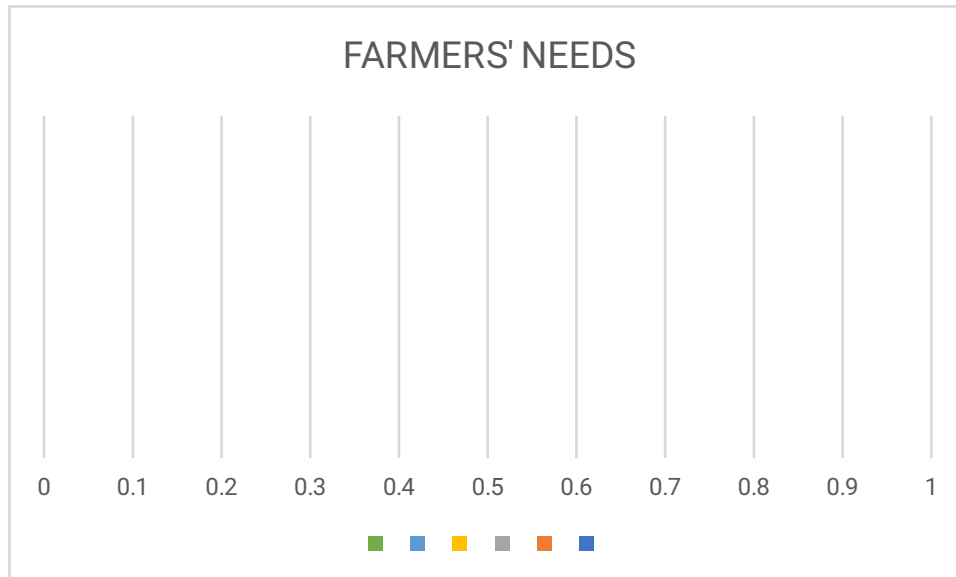
Social sustainability is high as indicated by the farmers on the returned Questionnaires. Interestingly the same farmers indicated in Tables 4.5 and 4.7 under market availability and Financial Sustainability respectively that there was no market for their agriculture produce and that 17 out of 25 farmers failed to have their living expenses met from farm agricultural projects. While the social sphere is apparently sustainable here, the financial sphere seems to suggest that those offered jobs by the farmers probably get paid through means other than cash or/financial. The barter system or such other means of trade or settlement could have been invoked to take care of farmer and/or community needs. For agricultural sustainability to be achieved, all three spheres of sustainability which according to Elkington (1998) are economic, environmental and social should be met. While the social sphere was apparently met here, statistical analyses above indicated that economic and environmental sustainability had not been achieved. Agriculture sustainability cannot be realized without the economic and environmental spheres.

#### 4.11 PRESENTATION FOR FARM NEEDS

DESCRIPTION	COMMUNAL		A1		A2	
	2013	2023	2013	2023	2013	2023
IMPLEMENTS AVAILABLE	5	4	4	3	3	2
LIVESTOCK	8	5	7	4	4	3
AVERAGE YIELD	1	1	2	1	3	2
NO OF EMPLOYEES	2	2	3	2	2	1
POWER	5	1	6	2	3	2
SOURCE OF WATER	6	4	5	5	5	5

**Table 4.10 Farmer needs**

Source: *Questionnaires administered and returned June 2023*



**Figure 4.10 – Farmers’ Needs**

Source: Table of aggregated data obtained from returned research instruments

The above farmers’ needs were sampled and they indicated a general decline in sustainability across the board for the past ten years from year 2013 to this year 2023. On implements, more farmers in all the models had implements in 2013 than those who have implements now in 2023, ten years later. The same downward trend is noticeable under livestock and power availability where apparent lack of financial sustainability as discussed under social sustainability above could be the cause as animal husbandry especially of cattle has become more cash dependent due to diseases like theileriosis popularly known as the January disease and the ever-increasing energy costs and tariffs. Regarding average yields, all figures have been rounded up to the next whole number but be that as it may; all yields are very low as compared to the report that “Messrs.’ Tinashe Ziki and Kudakwashe Kudenga were the best achievers, breaking records for Zimbabwe and Africa by hitting 22 tonnes per hectare. Winner of this year’s competition, Kunatsa Estate of Mashonaland Central, produced 21, 2 tonnes per hectare and walked away with a brand new Nissan double cab.” - The Sunday Mail, 28 October 2018. From the same data above,

water availability has however remained fair maybe due to traditional water sources and the possibility of digging wells with no capital outlay. Maintenance of sustainable water sources be it surface or ground water goes to the credit of the farmers in terms of environmental sustainability as they apparently have not violated wetlands and for living in harmony with nature they get rewarded with perennial water supply and other associated benefits.

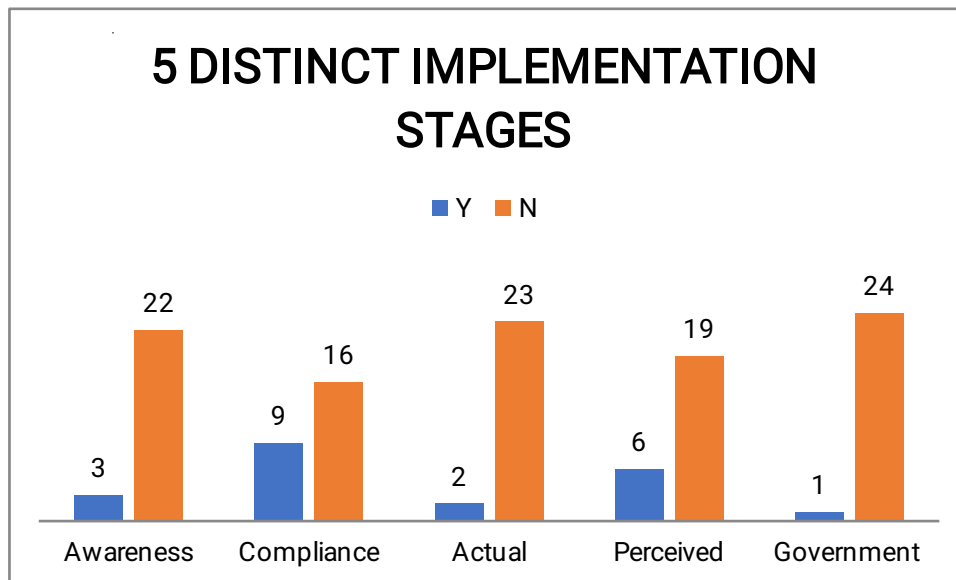
#### 4.12 PRESENTATION OF 5 DISTINCT IMPLEMENTATION STAGES BY MAZMANIAN AND SABATIER

NO.	FIVE DISTINCT IMPLEMENTATION STAGES	Y	N
a..	Awareness	3	22
b.	Compliance	9	16
c.	Actual	2	23
d.	Perceived	6	19
e.	Government	1	24

**Table 4.11 The Five Distinct Implementation Stages by Mazmanian and Sabatier**

Source: *Questionnaires administered and returned June 2023*

According to Mazmanian and Sabatier, the degree of success of implementation is dependent of the score against the five distinct implementation stages as indicated in the table above. All five indicators are on the lower side. This shows that agriculture sustainability in Makonde District of Mashonaland West Province in Zimbabwe has failed due to poor implementation of corporate governance mechanisms with each and every stakeholder shouldering a commensurate share of blame as indicate in the chart above. Poor implementation of corporate governance mechanism therefore has a negative impact on agriculture sustainability.



**Figure 4.11 – Five Distinct Implementation Stages**

Source: Table of aggregated data obtained from returned research instrument.

#### 4.13 HYPOTHESIS TESTING

The null hypotheses to be tested reads:  $H_0$  - There is a significant relationship between poor implementation of corporate governance mechanisms and agricultural sustainability while the alternative hypothesis  $H_1$  goes, - There is no significant relationship between poor implementation of corporate governance mechanisms and agricultural sustainability.

The study involves independent variables being poor implementation of corporate governance mechanisms. The dependent variable is agricultural sustainability which was measured using various indicators based on the five distinct areas as propounded by Sabatier and Mazmanian (1980).

The hypothesis will be tested at 5% significance level to see if the poor implementation of corporate governance mechanisms has an impact on agricultural sustainability in Makonde District.

Writer has decided to test the hypothesis using data obtained from farmers in their respective resettlement models. He shall use the post-independence A1 and A2 resettlement models only as there are many similarities between the villagised post-independence A1 and the villagised pre-independence communal settlement models. Communal settlement model is the traditional model inherited from the colonial system where people were villagised with common amenities like water, medical and educational facilities. The model A2 resettled farmer was expected to be the new commercial farmer and was allocated large stashes of land resulting in sparse population, autonomy and self-sufficiency.

It remained to be established through data analysis methods in the next chapter whether the aspirations of the government were realized.

#### 4.13.1 MODEL A1 FARMERS

YEAR	IMPLIMENTS AVAILABLE	LIVESTOCK	AV YIELD	NUMBER OF EMPLOYEES	POWER AVAILABILITY	SOURCE OF WATER
2023	3	4	1	2	2	5
2013	4	7	2	3	6	5
MEAN DIFFERENCES	-1	-3	-1	-1	-4	0

#### Chat 4.12 Model A1 Farmers needs analysed for hypothesis testing

Chat 4.12 gave the researcher 5% Significance level. The researcher therefore concluded that for A1 farmers there is a significant relationship between poor implementation of corporate governance and agricultural sustainability. The writer therefore rejects  $H_0$  and accepts  $H_1$  for Model A1 farmers.

#### 4.13.2 MODEL A2

YEAR	IMPLEMENTS AVAILABLE	LIVESTOCK	AVERAGE YIELD	NO OF EMPLOYEES	POWER AVAILABLE	OWN WATER
2023	2	2	2	1	2	5
2013	3	3	3	2	3	5
MEAN DIFFERENCES	-1	-1	-1	-1	-1	0

#### Chat 4.13 Model A2 Farmers needs analysed for hypothesis testing

Chart 4.13 gave the researcher a 3% significance level and the researcher concluded that A2 farmers are not being influenced much by poor implementation of corporate governance mechanisms in agriculture sustainability. The writer is rejecting  $H_1$  and accepting  $H_0$ .

#### 4.14 CHAPTER SUMMARY

Research findings were presented in this chapter. It analyzed the response rate, presented the demographics in the findings, presented instrument validity as well as the findings of the research. Finally the hypotheses were tested and it was found that poor implementation of corporate governance mechanisms did not have an effect on model A2 farmers @ 3% significance level while for model A1 farmers poor implementation had an impact @ 7%. The test was pegged at 5% significant level.

## CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.0 INTRODUCTION

The summary of research findings as well as a summary of the whole research study shall be given in this chapter. A conclusion guided by the research objectives will be given while a summary of the research study is also given. A concluding statement on the hypothesis will be given as well as some recommendations.

### 5.1 SUMMARY OF FINDINGS

Farmers' equity in 2013 was compared to the same farmers' equity ten years later in 2023. It was established that for both models there was a decrease in assets, labour and utilities farmers needed for agriculture sustainability to thrive in Makonde District of Mashonaland West Province in Zimbabwe. This shows that instead of investing and gaining in terms of assets the farmer was disinvesting and losing assets and agriculture sustainability suffered in Makonde District, Mashonaland West Province, Zimbabwe during the period under review.

The researcher found that there is a significant statistical relationship between poor implementation of corporate governance mechanisms and agriculture sustainability for A1 farmers which has also a slight impact on A2 farmers with 7% and 3.4% respectively considering that the test was done at 5% significance level. The researcher found that most farmers were struggling to sustain their agricultural projects. Capital scarcity and ignorance are the main challenges farmers encountered in their day-to-day agriculture operations and until these are addressed, agriculture sustainability will remain on paper in high offices as on the ground nothing is being implemented.

Research was driven by the need to establish the current nature of corporate governance mechanisms that impact agriculture sustainability as well as finding the reasons that hinder fostering of corporate governance mechanisms in farms engaged in agricultural processes. Questionnaires were administered to three different groups of farmers randomly selected from the sample frame. Their responses were used to answer the research questions. The hypothesis was proven through an analysis of data from score sheets of farmers who were exposed to agriculture projects. A conclusion guided by the research objectives and the five distinct implementation process stages was obtained and recommendations for

further research studies are given below.

## **5.2 CONCLUSIONS**

This section gives a conclusion based on the research objectives, hypothesis and a general conclusion.

### **5.3.1 CONCLUSIONS BASED ON RESEARCH OBJECTIVES**

#### **5.3.1.1 To establish the impact of poor corporate governance mechanisms on the environmental sustainability of agriculture in Makonde District**

Environmental management has sufficient international and national structures for its sustainability. We have a Ministry responsible for environment and tourism coupled with the necessary structures from head office to grass-roots level. No communal farmer indicated need to care for the environment while 8% or two farmers, one each from A1 and A2 resettlement models indicated appreciation for conserving the environment. Conversely, 23 out of 25 farmers from all farming or settlement models indicate lack of knowledge about the need to care and conserve the environment. They did not demonstrate awareness of the need to conserve the environment. This demonstrated poor implementation of existing corporate governance mechanisms as propounded by Sabatier and Mazmanian (1980) from the top going down. Chigudu (2015) has posited that this is due to incapacitation, negligence or corruption. This vindicates writer's conceptual framework which was based on the illegal gold mining currently taking place with impunity in village 4 of Cotswold Estate in Makonde District where some farmers are now also allowing mining to be done in their plots for quick money and true to Mtisi (2004) politicians have condoned the actions of the illegal miners and farm owners for political mileage with some even openly keeping their ears open and encouraging new 'gold rushes'. Environmental degradation at the hands of failed farmers who have now turned to mining and stream-bank cultivation militates against agriculture sustainability in Makonde District - Mukwindidza (2008).

#### **5.3.1.2 To find out what the impact of poor implementation of corporate governance has on financial sustainability of agriculture in Makonde District**

Only about a third of the sampled farmers indicated that they managed to meet living expenses from agriculture projects. This shows that agriculture was not sustainable in Makonde District as two-thirds of sampled farmers were subsidizing farming from

other operations to remain on the farm. Economic sphere is second of three important agriculture sustainability building blocks according to Elkington (1998). Without a strong finance pillar agriculture sustainability in Makonde District cannot be achieved.

### **5.3.1.3 To establish the impact of poor corporate governance mechanisms on the social sustainability of agriculture in Makonde District**

Research findings here indicated presence of social sustainability mainly in that access to water and the number of employees engaged by farmers remained relatively constant between the years from 2013 to 2023. In the absence of money, this was attributed to the possibility of sinking wells at no or little cost and business alternatives such as barter trading and other schemes like one bovine beast for every year of working as a herd-boy for a farmer. Ironically the same farmers whose statistics indicated financial sustainability have less livestock in 2023 than they had ten years before. Some had grid electricity ten years before as a source of power but have now reverted to using firewood. Be that as it may, agriculture sustainability cannot stand on one out of three legs - Elkington (1998). Overall, there is therefore no agriculture sustainability in Makonde District.

### **5.3.2 CONCLUSION BASED ON HYPOTHESIS**

The researcher found that there is a significant statistical relationship between poor implementation of corporate governance mechanisms and agriculture sustainability for A1 farmers which has also a slight impact on A2 farmers with 7% and 3.4% respectively considering that the test was done at 5% significance level. He also found that most farmers were struggling to sustain their agricultural projects. Capital scarcity and ignorance are the main challenges farmers encountered in their day-day agriculture operations and until these are addressed, agriculture sustainability will remain on paper in high offices as on the ground nothing is being implemented.

### **5.3.3 GENERAL CONCLUSION**

“The name TBL does not even have the word “corporate” and thus it refers to numerous various areas of public activities” – (Romaniuk 2011). She goes on to equate organisation to companies in that while the earlier operates for profit and the latter does not, they both need to achieve objectives, care for stakeholders both internal like employees and external ones like beneficiaries, donors, the local

community, the public opinion and the environment. For all this to succeed, organisation in this case in the form of structure and regulations is necessary. These structures and regulations are what the writer calls corporate governance mechanisms and certain structures and rules can be dedicated to specific areas or functions in an organisation. In this case environmental, social and economic sustainability have dedicated structures and rules at National/Ministerial level; emanating from the global SDG 2 to ensure agriculture sustainability. However poor implementation of these corporate governance mechanisms has resulted in failure of agricultural sustainability in Makonde District of Mashonaland West Province in Zimbabwe.

The researcher found that there is a significant statistical relationship between poor implementation of corporate governance mechanisms and agriculture sustainability. He also found that most farmers were struggling to sustain their agricultural projects. Lack of economic, environmental and social sustainability were the challenges farmers encountered in their daily agriculture operations. These three spheres of sustainability according to Elkington (1998) need to be addressed for agriculture sustainability to be achieved in Makonde District of Mashonaland West Province in Zimbabwe.

## **5.4 RECOMMENDATIONS**

Below are the recommendations under relevant subheadings

### **5.4.1 COMMUNAL FARMERS**

The researcher recommends that communal farmers take agriculture as a business where there are three bottom lines which are all to a greater or lesser extent equal. The communal lands where communal farmers are found are where they were born and bred and where they expect to be buried. Based on indigenous culture, some communal farmers base their stay at a particular location on proximity to graves of their dear departed ancestors in addition to staying close to blood relatives, other relatives and community thus the social sphere of sustainability is taken care of. These farmers generally take agriculture in its various facets for subsistence with no or very little regard to financial benefits or environmental consideration. While the social aspect may be well catered for by these communal farmers, conscious effort towards the financial and environmental spheres is recommended. The government, through its various structures is encouraged to ensure no one and no place is left behind regarding the five distinct stages of the policy implementation process as referred to several times above..

### **5.4.2 MODEL A1 FARMERS**

Model A1 resettlement farmers came to former commercial farming areas from the rural or communal lands initially in 1990 and later around year 2000 to constitute the old and new A1 resettlement models respectively. These farmers moved in order to start enjoying the land benefits of the liberation struggle and not for their expertise in agriculture. While the second SDG and indeed the local parent Ministry have elaborate plans to end hunger and achieve food and agriculture sustainability, the bulk of Model A1 farmers remain subsistence farmers as implementation of government initiatives like the Master Farmer Training initiative which is under the ambit of agricultural and technical extension (AGRITEX) officers has remained on the drawing board with the few farmers that may be privy to the opportunity having to force their way for enrolment and continually push for training and supervision. The Government should strengthen the agrarian reforms then train and equip A1 Model farmers with enough skills to take farming as an economic vocation that is also both environmentally and socially sustainable. Implementation of government

policies through existing structures is recommended for agriculture sustainability to be realised in Makonde District.

### **5.4.3 MODEL A2 RESSETLEMENT FARMERS**

All Model A2 farmers sampled were settled in Makonde District after year 2000 to fill the void left by white farmers following the agrarian reforms started at the turn of the current millennium. All the farmers who participated in this research only hold un-securitised land offer letters and resultantly do the minimum in terms of capital outlay on the farms as they don't have security of tenure. This situation is not conducive to investment especially in the non-financial spheres of sustainability like the environmental and social spheres where environmental degradation and unfair labour practices are rampant. It is recommended that government addresses the fundamentals through mitigating poor implementation of corporate governance mechanisms for sustainable agriculture to be realized.

### **5.4.4 ACADEMIA**

Although the field of academia is also going to benefit from this impact assessment there is need for further studies on the impact of corporate governance as an independent variable to agriculture sustainability. The researcher is of the impression that anything that involves coordination of individual efforts calls for governance and that quality of governance is directly related to the quality of the outcome.

### **5.4.5 THEORY**

This impact assessment is going to contribute to the existing theories on sustainability in general and theories on agriculture sustainability. An example of theories that may benefit from this study is the Triple Bottom Line Theory by Elkington (1998) whose three spheres as the writer postulates mainly help to define sustainability as opposed to being its independent variables. Traditional managerial functions or in this case corporate governance mechanisms would fit better as independent variable to sustainability/agriculture sustainability with the so-called three spheres of sustainability or the 3Ps only helping to explain sustainability.

## **5.5 SUGGESTION FOR FURTHER RESEARCH**

The writer recommends that corporate governance be interrogated as a possible independent variable to agriculture sustainability. This is because of the immense contribution the issue of governance has on the success or failure or implementation

of anything contemplated. In other words, the contribution referred to is the impact corporate governance has on agriculture sustainability. In this case the writer agrees with Chigudu (2015) who posited that “The problem of implementation in Zimbabwe like other countries in Africa is not about poor policy design as such but rather the inability or failure to implement available policies. The failure can also be attributed to the politics of the country which appear to condone policy implementation failure. More research is needed to provide solutions to the inadequacies of the political structure. Parliament needs to be encouraged to ensure policy compliance and implementation”.

## 5.6 CHAPTER SUMMARY

This chapter focused on the summary of findings, conclusion and recommendations of the impact assessment. It contains the concluding statements the researcher got from the inquiry for all given objectives in his study. After testing the hypothesis the researcher came up with a concluding statement that is being supported by statistical findings in Chapter 4. Recommendations for further studies are also included in the chapter.

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## APPENDIX I



To Farmer

My name is Lawson Chifamba I am a student at Bindura University of Science Education, studying under a Master of Corporate Governance and Business Leadership Degree Programme. I am carrying out a research entitled

**Impact of Poor Implementation of Corporate Governance Mechanisms on Agriculture Sustainability - a case study of Makonde District, Mashonaland West Province, Zimbabwe**

I am kindly asking you to help in this research by filling the attached questionnaire. Should you have any queries on any question, please do not hesitate to contact me.

Name **Lawson Chifamba**

Phone: **0772662406**

Email: [chifambason@gmail.com](mailto:chifambason@gmail.com)

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## APPENDIX II

### FARMER QUESTIONNAIRE

**INSTRUCTIONS:**

Please fill in the following with the appropriate response to questions asked (tick where applicable).

**SECTION A: DEMOGRAPHIC DATA**

Please tick the appropriate box

- 1 Gender: Male  Female
- 2 Age From 20-30  from 31-40  from 41-50  51 and above
- 3 Province of origin.....
- 4 District of origin.....

**SECTION B: NATURE OF AGRICULTURE PROJECTS**

- 5 How many years have you been at the Farm? 1-5  6-10  11+
- 6 Do you have an ongoing agricultural project? Yes  No
- 7 If yes, what income generating project are you doing currently  
 Horticulture  Mixed dry land  Mixed irrigated
- 8 How do you get inputs for the agricultural project(s) you're engaged in?  
 Bank  Pfumvudza  Self-Funded  Donor
- 9 Do you have a ready market for your agricultural produce? Yes
- 10 What is the return on capital employed into the agricultural projects?  
 25%  50%  75%  100%
- 11 What percentage of your annual expenses is met from agricultural produce?  
 25%  50%  75%  100%

83

12 Do you have farm programmes to take care of the environment? Yes

No

13 How does society benefit from your agricultural projects

CSR

Environment Management

Jobs

14 Please answer by ticking in the appropriate box in the table below. Y = Yes, N = No.

#	QUESTION	VIEW	
a.	Are you aware of the Agricultural Extension Officers' policy decisions?	Y	N
b.	Do you comply with Agricultural Extension Officers' policy decisions?	Y	N
c.	Are you aware of the actual impacts of policy decisions	Y	N
d.	Do policy decisions have an impact on agriculture sustainability	Y	N
e.	Has the Government evaluated statutes to greatly revise their content	Y	N

15 Please answer the following remarking as you see fit

DESCRIPTION	2013	2023	REMARKS
IMPLEMENTS AVAILABLE			
LIVESTOCK			
AVERAGE YIELD			
NO. OF EMPLOYEES			
SOURCE OF POWER			
SOURCE OF WATER			

Thank you for your time and responding

### APPENDIX III INTERVIEW GUIDE

#### INSTRUCTIONS:

(Tick where applicable).

#### SECTION A: DEMOGRAPHIC DATA

Please tick the appropriate box

- 1 Gender: Male  Female
- 2 Age From 20-30  from 31-40  from 41-50  51 and above
- 3 Province of origin.....
- 4

District of origin.....

#### SECTION B: NATURE OF AGRICULTURE PROJECTS

- 5 How many years have you been at the Farm? 1-5  6-10  11+
- 6 Do you have an ongoing agricultural project? Yes  No
- 7 If yes, what income generating project are you doing currently  
Horticulture  Mixed dry land  Mixed irrigated
- 8 How do you get inputs for the agricultural project(s) you're engaged in?  
Bank  Pfumvudza  Self-Funded  Donor
- 9 Do you have a ready market for your agricultural produce? Yes
- 10 What is the return on capital employed into the agricultural projects?  
25%  50%  75%  100%
- 11 What percentage of your annual expenses is met from agricultural produce?

85

25%

50%

75%

100%

12 Do you have farm programmes to take care of the environment?  Yes  No

13 How does society benefit from your agricultural projects  Jobs  CSR  Environment Management

14 Please answer by ticking in the appropriate box in the table below. Y = Yes, N = No.

#	QUESTION	VIEW	
		Y	N
a.	Are you aware of the Agricultural Extension Officers' policy decisions?	<input type="checkbox"/>	<input type="checkbox"/>
b.	Do you comply with Agricultural Extension Officers' policy decisions?	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are you aware of the actual impacts of policy decisions	<input type="checkbox"/>	<input type="checkbox"/>
d.	Do policy decisions have an impact on agriculture sustainability	<input type="checkbox"/>	<input type="checkbox"/>
e.	Has the Government evaluated of statutes to greatly revise their content	<input type="checkbox"/>	<input type="checkbox"/>

15. Please answer the following remarking as you see fit

DESCRIPTION	2013	2023	REMARKS
IMPLEMENTS AVAILABLE			
LIVESTOCK			
AVERAGE YIELD			
NO. OF EMPLOYEES			
SOURCE OF POWER			

SOURCE	OF			
WATER				

Thank you for your time and responding.